

Message Text

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ACTION MMO-02

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SSO-00 ICAE-00 INRE-00 PER-01 A-01 SIG-03 ABF-01
AID-05 COME-00 EB-08 FRB-03 TRSE-00 XMB-02
OPIC-03 LAB-04 SIL-01 OMB-01 OC-06 CCO-00 SY-05
AGRE-00 /096 W

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O 291058Z APR 78
FM AMEMBASSY DUBLIN
TO SECSTATE WASHDC IMMEDIATE 0471

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E.O. 11652: N/A
TAGS: OGEN
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT
PROCESS

REF: STATE 063477

I. FORM ZBB-1

1. TOTAL U.S. PERSONNEL	12
2. TOTAL FSL PERSONNEL	35
3. TOTALPERSONNEL RESOURCES ATTHE MISSION	47

A. PACKAGE IEQUALS	43
B. PACKAGE II EQUALS	1
C. PACKAGE III EQUALS	3

II. FORM ZBB-2: PACKAGE WORKSHEET

ZERO-BASE BUDGETING

FY 1980

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PERSONNELRESOURCE WORKSHEET

LEFT HALF OF CHART)

(1) (2) (3) (4) (5) (6) (7)

FY 1978 PACKAGE I

AMER AMER AMER AMER

FUNCTION OFF. STAFF FSL OFF STAFF FSL

EXEC	2	2	3	2	2	1
POL	1	-	1	1	-	1
E/C	1	-	3	1	-	2
CONS	2	-	13	2	-	14
ADMIN	2	2	14	1	2	14
TOTAL THIS PACKAGE CUMULATIVE TOTAL	8	4	34	7	4	32

(RIGHT HALF OF CHART)

	(8)	(9)	(10)	(11)	(12)	(13)
	PACKAGE II			PACKAGE III		
	AMER AMER			AMER AMER		
	OFF.	STAFF	FSL	OFF.	STAFF	FSL
EXEC	-	-	-	-	-	2
POL	-	-	-	-	-	-
E/C	-	-	1	-	-	-
CONS	-	-	..	-	-	,
ADMIN	1	-	(1)	-	-	1
TOTAL THIS LIMITED OFFICIAL USE	1	-	-	-	-	3

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PACKAGE

CUMULATIVE TOTAL	8	4	32	8	4	35
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III. 1. DECISION UNIT: IRELAND

2. PACKAGE I OF III

3. ACTIVITY DESCRIPTION

WE HAVE SELECTED NINETY PERCENT OF OUR CURRENT LEVEL AS THE BARE MINIMUM LEVEL AT WHICH THE EMBASSY CAN EFFECTIVELY PURSUE U.S. AGREED GOALS AND OBJECTIVES IN IRELAND AND CARRY OUT THOSE ACTIVITIES ESSENTIAL TO A U.S. EMBASSY HERE. AT THIS LEVEL, HOWEVER, THE EMBASSY WILL BE HARD PRESSED TO MAINTAIN THE ESSENTIAL ACTIVITIES. IT SHOULD BE NOTED THAT EMBASSY DUBLIN, ONE OF THE SMALLEST POSTS IN WESTERN EUROPE, HAS LOST THREE AMERICAN POSITIONS IN THREE YEARS. IT NOW HAS ONLY TWELVE AMERICANS IN SIX SECTIONS OR SIXTEEN UNITS. THE REDUCTION TOOK PLACE AT A TIME OF RAPIDLY INCREASING WORKLOAD DUE IN PART TO

IRELAND'S ACCESSION TO THE EC. AT NINETY PERCENT OF OUR CURRENT LEVEL SOME EXISTING ACTIVITIES WOULD HAVE TO BE CURTAILED. THE CHOICE UNDER OUR ASSIGNED POSITION REDUCTION EQUIVALENT OF ONE AMERICAN AND THREE LOCALS POSES SEVERE LIMITATIONS BECAUSE OF THE MOSTLY "ONE-AMERICAN" SECTIONS. THE SELECTION OF THE ONE AMERICAN POSITION CAME DOWN TO A CHOICE OF EITHER THE GENERAL SERVICES OFFICER POSITION OR THE POLITICAL OFFICER POSITION. WE FINALLY SELECTED THE GSO POSITION AND SELECTED ONE LOCAL ECONOMIC POSITION AND TWO LOCAL EXECUTIVE POSITIONS.

AT THIS MINIMUM LEVEL, TWO GARDENER POSITIONS AT THE AMBASSADOR'S RESIDENCE WOULD BE ABOLISHED AND THE SERVICES REQUIRED OBTAINED THROUGH CONTRACT. THIS DOES NOT, LIMITED OFFICIAL USE

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SSO-00 ICAE-00 INRE-00 PER-01 A-01 SIG-03 ABF-01
AID-05 COME-00 EB-08 FRB-03 TRSE-00 XMB-02
OPIC-03 LAB-04 SIL-01 OMB-01 OC-06 CCO-00 SY-05
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HOWEVER, RESULT IN ANY ACTUAL SAVINGS TO THE U.S. GOVERNMENT BECAUSE THE CONTRACT SERVICE IS EXPECTED TO COST ABOUT 15 PERCENT MORE THAN WHAT IS PAID FOR THE DIRECT HIRE EMPLOYEES. THE EXECUTIVE SECTION WOULD CONTINUE TO FUNCTION. THE TWO AMERICAN SECRETARIES HERE MUST SERVE THE ENTIRE EMBASSY FOR CLASSIFIED TYPING. ADMINISTRATIVE

POLICY FORMULATION AND OVERALL MANAGEMENT WOULD CONTINUE. THE SUPPORT OF ALL FIVE OBJECTIVES IN DUBLIN'S GOALS AND OBJECTIVES PAPER WOULD CONTINUE. THE TWO-MAN POLITICAL SECTION (ONE OFFICER, ONE FOREIGN SERVICE LOCAL) COULD CONTINUE TO MEET THE REQUIREMENTS IN SUPPORT OF GOALS AND OBJECTIVES I THROUGH IV. LABOR REPORTING WOULD CONTINUE AS WOULD ESSENTIAL BIOGRAPHIC REPORTING. AN INCREASING WORKLOAD OF CONSULTATION AND REPORTING ON EC MATTERS WOULD BE MAINTAINED. IMPORTANT REPORTING ON IRELAND'S ROLE IN NORTHERN IRELAND PROBLEMS WOULD BE MAINTAINED.

THE ECONOMIC/COMMERCIAL SECTION (REDUCED BY ONE LOCAL TO ONE AMERICAN AND TWO LOCALS) COULD MEET MINIMUM REQUIRED NEEDS UNDER GOALS AND OBJECTIVES I, III AND V. IN ESTABLISHING PRIORITIES THE SECTION WOULD HAVE TO LIMIT TRADE LIMITED OFFICIAL USE

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PROMOTION WORK TO THE BARE MINIMUM.

THE ADMIN SECTION'S ACTIVITIES WOULD BE SEVERELY CURTAILED BY A REDUCTION OF ONE AMERICAN. THIS IS A REDUCTION OF FIFTY PERCENT, EXCLUDING THE COMMUNICATIONS AND RECORDS STAFF, AND WILL RESULT IN AN ABSOLUTE REDUCTION IN THE LEVEL OF SERVICE OF MOST UNITS AND A REDUCTION IN THE AMERICAN SUPERVISION AND REVIEW OF ALL UNITS. THE LEVEL OF SERVICE IN THE GSO UNIT WOULD BE THE MOST SERIOUSLY AFFECTED WITH ONLY THE BARE MINIMUM OF REQUIRED AMERICAN ACTIVITIES BEING PERFORMED.

THE CONSULAR SECTION WOULD REMAIN UNAFFECTED AT THE 90 PERCENT LEVEL. WE STRONGLY BELIEVE THAT THE CONSULAR WORKLOAD IN IRELAND IS GREATER PER CAPITA THAN IN MOST OTHER WESTERN EUROPEAN COUNTRIES. THE RESULT IS THAT ALL UNITS ARE WORKING AT PEAK EFFICIENCY AND, NOW THAT CHEAP TRANSATLANTIC FARES HAVE BECOME A REALITY, THE SEASONAL PEAKS AND VALLEYS ARE DISAPPEARING.

4. RESOURCE REQUIREMENTS FY 1980

	FY 78	FY 79	PKG	CUMULA-
US OFFICERS	8	8	7	7
US STAFF	4	4	4	4
FSL'S	34	35	32	32
TOTAL	46	47	43	43

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES

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THE BASIC STRUCTURE AND TOOLS WITH WHICH THE EMBASSY SUPPORTS OBJECTIVES I, II, III AND IV REMAIN INTACT. THE REDUCTION OF ONE LOCAL POSITION IN THE ECONOMIC SECTION WILL HAVE AN ADVERSE EFFECT ON OBJECTIVE V.

INEVITABLY, TRADE PROMOTION WOULD HAVE TO TAKE LOWEST PRIORITY. ECON/COMMERCIAL WOULD NOT BE ABLE TO CONTINUE FUNCTIONING AS IT NOW DOES. THERE WOULD BE A DRASTIC REDUCTION IN RESPONSIVENESS TO CERTAIN REQUIREMENTS LEVIED FROM WASHINGTON AND ELSEWHERE, AS WELL AS THE ELIMINATION OF ANY FLEXIBILITY IN COPING WITH COMMERCIAL OPPORTUNITIES. IN A RECENT SIX-WEEK PERIOD THE SECTION WAS ASKED TO TAKE 23 ACTIONS MOST OF WHICH RESPONDED TO OTHER AGENCIES' REQUESTS. THEY RANGED FROM COLLECTION OF LOCAL LEGISLATION CONCERNED WITH WILDLIFE PROTECTION AND OTHER MATTERS TO A SURVEY OF EXAMPLES OF GOOD CORPORATE CITIZENSHIP AND EXIM BANK COLLECTION CASES. OUR RESPONSIVENESS TO THESE KINDS OF REQUESTS WOULD BE UNACCEPTABLY DIMINISHED.

THE ADMIN SECTION'S ACTIVITIES WOULD BE SEVERELY CURTAILED BY A REDUCTION OF ONE AMERICAN. THE REDUCTION OF TWO LOCAL GARDENER POSITIONS, WHILE THEY ARE TECHNICALLY ASSIGNED TO THE EXECUTIVE SECTION, WOULD ALSO AFFECT THE ADMIN SECTION SINCE THEY COME UNDER THE DIRECT CONTROL OF THE GSO. THESE LOCAL POSITIONS WOULD BE REPLACED BY CONTRACT, WITH AN ATTENDANT INCREASE IN COST. THE GSO UNIT WOULD BE THE MOST SEVERELY AFFECTED BECAUSE OF THE SUBSTANTIAL DECREASE IN THE AMERICAN SUPERVISION. THE ONE REMAINING AMERICAN WOULD HAVE SPECIFIC DIFFICULTY IN DEALING WITH MAINTENANCE OF THE 200-YEAR-OLD AMBASSADOR'S RESIDENCE WHICH IS SITUATED ON 70 ACRES OF LAND AND HAS THREE COTTAGES, NUMEROUS OUTBUILDINGS AND LITERALLY MILES OF FENCING, AS WELL AS THE MAINTENANCE ON THE 125-YEAR-OLD DCM RESIDENCE AND OTHER GOVERNMENT-OWNED PROPERTIES. LEASING ACTIVITIES WOULD ALSO BE ADVERSELY AFFECTED. THE LIMITED OFFICIAL USE

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SSO-00 ICAE-00 INRE-00 PER-01 A-01 SIG-03 ABF-01
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OPIC-03 LAB-04 SIL-01 OMB-01 OC-06 CCO-00 SY-05
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RESIDENCE WHICH IS SITUATED ON 70 ACRES OF LAND AND HAS THREE COTTAGES, NUMEROUS OUTBUILDINGS AND LITERALLY MILES OF FENCING, AS WELL AS THE MAINTENANCE ON THE 125-YEAR-OLD DCM RESIDENCE AND OTHER GOVERNMENT-OWNED PROPERTIES. LEASING ACTIVITIES WOULD ALSO BE ADVERSELY AFFECTED. THE DEGREE OF AMERICAN EFFORT AND SUPERVISION WOULD ALSO BE REDUCED IN REGARD TO THE GENERAL ADMINISTRATIVE, SECURITY AND PERSONNEL UNITS. LESS AFFECTED WOULD BE THE COMMUNICATIONS AND BUDGET AND FISCAL UNITS WHICH WOULD LOSE THE DEGREE OF REVIEW AND AMERICAN ADMIN OFFICER SUPERVISION THEY NOW RECEIVE. THE ACCURACY AND CONTENT OF BUDGET AND FINANCIAL PLAN SUBMISSIONS WOULD SUFFER TO SOME EXTENT. THERE WOULD ALSO SIMPLY NOT BE ENOUGH TIME FOR THE AMERICA TO SPEND COUNSELING LOCAL PERSONNEL AND LISTENING TO THEIR PROBLEMS. THE LARGEST IMPACT, HOWEVER, WOULD BE THE SIGNIFICANT DECREASE OF CONTROL BY AN AMERICAN OFFICER OVER AN OPERATION WITH FUNDING OF WELL OVER ONE MILLION DOLLARS PER YEAR. UNDER SUCH CIRCUMSTANCES, THERE WOULD BE THE POTENTIAL RISK OF CORRUPTION OR WASTE BECAUSE OF INADEQUATE SUPERVISION OF LOCAL EMPLOYEES. AN ADMINISTRATION OFFICER WHO IS NECESSARILY CONFINED TO HIS OFFICE MUCH OF

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THE TIME BY BUDGET AND FISCAL AND PERSONNEL WORK CANNOT ADEQUATELY OVERSEE SIZABLE REPAIR PROJECTS SUCH AS THE INSTALLATION OF NEW ROOFS ON THE EMBASSY AND THE RESIDENCE WHEN THOSE TWO PROJECTS WERE UNDERWAY IN FISCAL 1978, THEY PREEMPTED MOST OF THE TIME OF THE GENERAL SERVICES OFFICER

IV. 1. DECISION UNIT: IRELAND

2. PACKAGE II OF III

3. ACTIVITY DESCRIPTION

AT THIS LEVEL, TRADE PROMOTION ACTIVITIES WOULD BE RESTORE TO THE CURRENT LEVEL WITH THE ADDITION OF THE ONE LOCAL POSITION IN THE ECONOMIC SECTION. ALL CURRENT ACTIVITIES OF THE ECONOMIC SECTION WOULD BE RESTORED TO THE CURRENT LEVEL.

THE AMERICAN GSO POSITION WOULD BE RESTORED IN THE ADMINISTRATIVE SECTION, BUT ONE LOCAL GSO POSITION WOULD NOW BE ABOLISHED.

4. RESOURCE REQUIREMENTS FY 1980

	FY 78	FY 79	PKG	CUMULA-
US OFFICERS	8	8	1	8
US STAFF	4	4	-	4
FSL'S	34	35	-	32
TOTAL	46	47	1	44

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5. IMPACT ON CURRENT U.S. POLICY GOALS,
OBJECTIVES AND ESSENTIAL ACTIVITIES

THE TWO GARDENER POSITIONS AT THE AMBASSADOR'S RESIDENCE WOULD STILL BE ABOLISHED AND THEIR DUTIES PERFORMED BY CONTRACT SERVICES; WITH AN ATTENDANT INCREASE IN COST TO THE U.S. GOVERNMENT. THE LOCAL POSITION IN THE ECONOMIC SECTION WOULD BE RESTORED, BUT A LOCAL POSITION IN THE GENERAL SERVICES UNIT OF THE ADMINISTRATIVE SECTION WOULD BE ABOLISHED. THE RESTORATION OF THE AMERICAN GSO POSITION WOULD ALLOW AMERICAN OFFICER PERFORMANCE AND SUPERVISION TO BE ACCOMPLISHED AT THE CURRENT LEVEL. THE DUTIES OF THE FIVE LOCAL GSO POSITIONS WOULD HAVE TO BE REDISTRIBUTED AND SOME OF THE SERVICES NOW PROVIDED WOULD BE CURTAILED. DISTRIBUTION OF SUPPLIES TO THE OFFICES WILL BE DISCONTINUED, RESPONSIVENESS TO GOVERNMENT-OWNED LEASED RESIDENCE OCCUPANT REQUESTS WILL BE ADVERSELY AFFECTED AND RELIEF CHAUFFEUR SERVICES WILL BE ABOLISHED. SUPPORT TO THE MAIL CLERK, TELEPHONIST AND RECEPTIONIST POSITIONS IN TIME OF ABSENCES WILL BE CURTAILED AND WILL

REQUIRE SUPPORT FROM NON-ADMINISTRATIVE SECTIONS. BASICALLY, THE LEVEL OF SERVICE FROM MOST GSO ACTIVITIES WILL BE REDUCED.

V. 1. DECISION UNIT: IRELAND

2. PACKAGE III OF III

3. ACTIVITY DESCRIPTION

ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY WOULD BE CONTINUED IN SUPPORT OF THE AGREED FIVE MAJOR POLICY GOALS AND OBJECTIVES.

4. RESOURCE REQUIREMENTS

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4. RESOURCE REQUIREMENTS

----	FY 1980			
----	THIS-		CUMULA-	
----	FY 78	FY 79	ONLY	TIVE
US OFFICERS	8	8	-	8
US STAFF	4	4	-	4
FSL'S	34	35	3	35
TOTAL	46	47	3	47

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5. IMPACT ON CURRENT U.S. POLICY GOALS
OBJECTIVES, AND ESSENTIAL ACTIVITIES

WHILE ALL CURRENT ACTIVITIES COULD BE CONTINUED AT THIS LEVEL, IT IS ANTICIPATED THAT THERE WILL CONTINUE TO BE SIGNIFICANT INCREASES IN THE NUMBER OF BUSINESS VISITORS BECAUSE OF INCREASED U.S. BUSINESS FIRMS INTERESTED IN IRELAND AND IN NORMAL TOURIST ACTIVITY BECAUSE OF THE CHEAPER TRANSPORTATION COSTS. SERVICES WITHIN THE ECONOMIC SECTION SHOULD BE ABLE TO COPE WITH THE INCREASE, BUT THE RESOURCES OF THE CONSULAR SECTION WILL BE STRAINED LIMITED OFFICIAL USE

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TO THE BREAKING POINT. CURRENT LEVEL ACTIVITIES IN THE CONSULAR SECTION ARE ALREADY FULLY OCCUPYING THE STAFF AND FURTHER INCREASES NEED NOT BE SUBSTANTIAL IN ORDER TO REACH THE SATURATION POINT. EVEN WITH NO INCREASES IN THE NUMBER OF VISITORS, THE DEMAND FOR SERVICES WILL GROW BECAUSE OF A MORE DEMANDING ATTITUDE ON THE PART OF AMERICANS.

VI. NON-SALARY FUNDING

THERE ARE ONLY TWO GENERAL CATEGORIES OF EXPENDITURES OF S&E FUNDS WHICH ACCOUNT FOR A FIVE PERCENT OR LARGER PORTION OF OUR ALLOTMENT. THESE ARE UTILITIES (GAS, ELECTRICITY AND HEATING FUELS) AT 9.5 PERCENT AND SECURITY CONTRACTS AT 7.4 PERCENT. THERE IS ONE 8-HOUR GUARD AT THE CHANCERY AND FOUR 24-HOUR GUARDS AND ONE GUARD DOG AT THE 70-ACRE AMBASSADOR'S RESIDENCE. A REDUCTION IN FUNDING AT BELOW THE FY 1978 LEVEL WOULD OBVIOUSLY REQUIRE A CURTAILMENT OF FUNCTIONS. UTILITIES ARE HELD TO A MINIMUM THROUGH PRUDENT USE OF RESOURCES AND IMPLEMENTATION OF ANY COST SAVING PRACTICES. SECURITY COSTS CAN BE REDUCED ONLY THROUGH CURTAILMENT OF COVERAGE. THE AMOUNT OF NECESSARY COVERAGE WAS SET BY THE REGIONAL SECURITY OFFICE AND WE DO NOT FEEL QUALIFIED TO COUNTERMAND ITS DETERMINATION AND INSTRUCTIONS.

REPRESENTATION FUNDING IS FELT TO BE INADEQUATE AT PRESENT SINCE OFFICERS ARE CURRENTLY OUT-OF-POCKET AND ANY CURTAILMENT WOULD MAKE OUR ALREADY SMALL REPRESENTATION PROGRAM TOTALLY INEFFECTIVE.

CONTINUED FUNDING AT CURRENT LEVELS OF S&E ALLOTMENTS WOULD ALLOW US TO CONTINUE OUR PRESENT LEVEL OF OPERATIONAL LIMITED OFFICIAL USE

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TIONS, BUT WOULD NOT ALLOW ROUTINE REPLACEMENT OF OFFICE

AND LEASED RESIDENCES FURNITURE, FURNISHINGS AND EQUIPMENT. CONTINUED FUNDING OF REPRESENTATION ALLOTMENTS AT CURRENT LEVELS WOULD NOT ALLOW US TO PERFORM ALL REPRESENTATIVE ACTIVITIES THAT ARE NEEDED.

VII. EVALUATION OF GOALS, OBJECTIVES AND RESOURCE
MANAGEMENT OF OTHER AGENCIES UNDER THE AMBASSADOR'S
SUPERVISION.

1. INTERNATIONAL COMMUNICATION AGENCY

INTERNATIONAL COMMUNICATION AGENCY (ICA) IS A FAIRLY NEW OPERATION IN IRELAND, ESTABLISHED THREE YEARS AGO AFTER A HIATUS OF SOME 15 YEARS. IT IS A FOUR-PERSON ORGANIZATION (PAO AND THREE LOCALS). IN COMPARISON WITH ICA POSTS IN SIMILAR SIZED COUNTRIES, E.G., ICELAND, NORWAY AND DENMARK, IT IS SMALL AND ITS EFFORTS IN SUPPORT OF OUR GOALS AND OBJECTIVES ARE SCALED ACCORDINGLY. THE POST'S ACTIVITIES RELATE PRIMARILY TO GOALS AND OBJECTIVES IV, BUT THROUGH PROGRAMS TO GAIN GREATER APPRECIATION OF U.S. POLICIES AMONG IRISH OPINION MAKERS IT CONTRIBUTES DIRECTLY TO GOALS AND OBJECTIVES I AND III. THROUGH INFLATION AND THE SHRINKING VALUE OF THE DOLLAR, THE SAME AMOUNT OF MONEY (\$15,000) MADE AVAILABLE FOR A SELECTIVELY TARGETED INTERNATIONAL VISITOR (IV) PROGRAM MAKES IT MORE DIFFICULT TO USE THE PROGRAM IN SUPPORT OF OBJECTIVES EFFECTIVELY. THE ICA POST IS INCREASING ITS ACTIVITIES RELATED TO GOALS AND OBJECTIVES V AND WORKS WELL WITH THE ECON SECTION IN THE PROMOTION OF U.S. COMMERCIAL INTERESTS. IT IS DIFFICULT TO COMMENT ON ICA PRIORITIES BECAUSE THE PAO IS IN THE PROCESS OF PREPARING A NEW COUNTRY PLAN. I BELIEVE THAT ICA SHOULD GIVE HIGHER PRIORITY TO THE CULTURAL PROGRAM, INTERNATIONAL VISITOR PROGRAM AND THOSE

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SSO-00 ICAE-00 INRE-00 PER-01 A-01 SIG-03 ABF-01
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ACTIVITIES DESIGNED TO ENCOURAGE AMERICAN STUDIES AND AN UNDERSTANDING OF THE AMERICAN WAY OF LIFE. IT FOLLOWS THAT PRESS CONTACT WORK WOULD TAKE A LOWER PRIORITY. I CONSIDER THAT THE ICA POST HERE IS POTENTIALLY THE MOST VALUABLE OF THE OTHER AGENCIES REPRESENTED IN IRELAND. AND I BELIEVE THAT, AT MINIMUM, IT SHOULD BE STAFFED BY TWO AMERICAN OFFICERS.

WHILE THE IRISH ARE STILL AMONG THE MOST FAVORABLY DISPOSED TOWARD THE U.S. IN WESTERN EUROPE, OVER THE SHORT FIVE YEARS OF MEMBERSHIP IN THE EC WE HAVE SEEN A NEW-FOUND INTEREST IN THE CONTINENT. THIS HAS NOT NECESSARILY DIMINISHED THE CLOSE AMERICAN TIES BUT WE MUST NOW "SHARE THE LIMELIGHT". THE SOVIET PRESENCE HERE PRODUCES A LEVEL OF ACTIVITY THAT WOULD HAVE BEEN INCONCEIVABLE EVEN A DECADE AGO. A WELL-FOUNDED AND HIGHLY-VISIBLE ICA PRESENCE IS ESSENTIAL TO CARRYING OUT ALL OF THE GOALS AND OBJECTIVES EXCEPT II.

2. FOREIGN AGRICULTURE SERVICE

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THE ACTIVITIES OF THE AGRICULTURAL ATTACHE'S OFFICE RELATE TO OUR GOALS AND OBJECTIVES I, III AND V. THE ATTACHE'S MISSION IS CAREFULLY AND ACCURATELY SPELLED OUT IN THE AGRICULTURAL ATTACHE'S "1978 WORK PROGRAM". HIS MISSION IS: 1) TO SUPPORT THE AMBASSADOR IN FURTHERING U.S. FOREIGN POLICY OBJECTIVES; AND 2) TO REPRESENT AND PROMOTE THE INTERNATIONAL AGRICULTURAL INTERESTS OF THE UNITED STATES. THE ATTACHE'S LONG TERM OBJECTIVES (IN SUMMARY) ARE: 1) TO INFLUENCE IRISH DECISION AND POLICY MAKERS TO TAKE POSITIONS FAVORABLE TO THE INTERNATIONAL AGRICULTURAL INTERESTS OF THE U.S.; 2) SUPPORT U.S AGRICULTURAL POLICIES BY PROVIDING INFORMATION ABOUT IRELAND'S AGRICULTURAL POLICIES, PROGRAMS AND TRADE; 3) SAFEGUARD AND ENLARGE THE U.S. SHARE OF THE MARKET THROUGH REMOVAL OF TRADE BARRIERS AND INCREASE IN SALES; 4) SUPPORT OUR FOREIGN POLICY OBJECTIVES BY PROVIDING GUIDANCE TO THE MISSION IN THE FIELD OF AGRICULTURE.

OUR SMALL AGRICULTURAL ATTACHE OFFICE (ONE AMERICAN, TWO LOCALS) HAS BEEN EXTRAORDINARILY EFFECTIVE. AGRICULTURE IS STILL IRELAND'S LARGEST SINGLE BUSINESS. IN THE THREE YEARS 1975 THROUGH 1977, U.S. AGRICULTURAL EXPORTS TO

IRELAND HAVE NEARLY DOUBLED AND FOR THE FIRST TIME EXCEED 100 MILLION DOLLARS. IN ADDITION TO THIS LARGE INCREASE IN SUPPORT OF GOALS AND OBJECTIVES V, THE AGRICULTURAL ATTACHE HAS BEEN VERY ACTIVE IN GOALS AND OBJECTIVES I AND III. HE HAS DONE VERY USEFUL WORK IN INTERPRETING U.S. POSITIONS AND SEEKING IRISH SUPPORT IN MULTILATERAL FORUMS SUCH AS THE MTN. HE HAS BEEN ACTIVE IN DEMONSTRATING THAT, DESPITE IRELAND'S EC MEMBERSHIP, THE CLOSE U.S.-IRISH AGRICULTURAL TIES ARE AS VITAL AS EVER. IN RETURN I HAVE SEEN TO IT THAT HE GETS A FAIR SHARE OF IVP NOMINEES TO ENCOURAGE STUDY-VISITS BY IRISH LEADERS LIMITED OFFICIAL USE

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TO THE U.S. IN ORDER TO LEARN MORE ABOUT U.S. INTERNATIONAL AGRICULTURAL POLICIES. IN ADDITION, THE AGRICULTURAL ATTACHE'S OFFICE WORKS VERY CLOSELY WITH THE ECON/COMMERCIAL SECTION IN THE PURSUIT OF GOALS AND OBJECTIVES V, AND I DEVOTE PERHAPS 15-20 PERCENT OF THE TIME SPENT IN IN-COUNTRY TRAVEL TO PURSUING THESE GOALS WITH THE ATTACHE. I CANNOT IMAGINE ANY COMPARABLE THREE-PERSON OPERATION THAT IS MORE COST-EFFECTIVE THAN THE AGRICULTURAL ATTACHE'S OFFICE HERE.

3. DEFENSE INTELLIGENCE AGENCY (DIA)

DEFENSE ATTACHE OFFICE (DAO) ACTIVITIES RELATE PRIMARILY TO GOALS AND OBJECTIVES STATEMENT II. TO A LESSER EXTENT THEY RELATE TO GOALS AND OBJECTIVES I AND III. UNDER GOALS AND OBJECTIVES II, "A JUST AND PEACEFUL SOLUTION IN NORTHERN IRELAND," THE DAO IS AN IMPORTANT LINK IN CONTRIBUTING TO USG INTERAGENCY EFFORTS TO PREVENT PRIVATE AMERICAN INVOLVEMENT IN THE SMUGGLING OF ARMS, AMMUNITION AND EXPLOSIVES INTO NORTHERN IRELAND. THE DATT'S LIAISON WITH THE IRISH DEFENSE FORCES HELPS TO SEEK OUT EVIDENCE THAT WEAPONS AND OTHER ARTICLES USED BY THE PROVISIONAL IRA ARE OF AMERICAN ORIGIN. THIS INFORMATION IS FED TO THE U.S. AGENCIES SEEKING TO "TURN DOWN" THE LEVEL OF PRIVATE U.S. INVOLVEMENT. UNDER OBJECTIVES III, "INCREASED BILATERAL COOPERATION ON GLOBAL ISSUES," TWO SUB-ITEMS APPLY TO THE DATT'S ACTIVITIES. THEY ARE: REGIONAL SECURITY WITHIN THE EC AND IRISH WILLINGNESS TO PARTICIPATE IN UN PEACEKEEPING FORCES.

WE HAVE SUCCEEDED IN RETAINING THE DAO THROUGH SEVERAL THREATENED CUTS OVER PAST YEARS. I CONTINUE TO BELIEVE THAT A U.S. MILITARY PRESENCE IN IRELAND IS NECESSARY: THE "TROUBLES" IN NORTHERN IRELAND ARE THE MOST SEVERE EXAMPLE OF TERRORISM IN WESTERN EUROPE, INVOLVING TWO OF THE U.S.'S OLDEST FRIENDS. A VITAL RESPONSIBILITY FOR THE LIMITED OFFICIAL USE

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ACTION MMO-02

INFO OCT-01 EUR-12 ISO-00 CIAE-00 DODE-00 PM-05 H-01

INR-10 L-03 NSAE-00 PA-01 SP-02 SS-15 NSCE-00

SSO-00 ICAE-00 INRE-00 PER-01 A-01 SIG-03 ABF-01

AID-05 COME-00 EB-08 FRB-03 TRSE-00 XMB-02

OPIC-03 LAB-04 SIL-01 OMB-01 OC-06 CCO-00 SY-05

AGRE-00 /096 W

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CONTAINMENT OF THIS PROBLEM FALLS ON BRITISH AND IRISH BORDER MILITARY FORCES. FAILURE TO HAVE A U.S. MILITARY ATTACHE PRESENCE HERE, HOWEVER SMALL, WOULD NOT BE UNDERSTOOD BY THE IRISH DEFENSE FORCES. THE POLITICAL REALITY OF IRISH-UK RELATIONS DOES NOT PERMIT THE ALTERNATIVE OPTION OF "REGIONAL REPRESENTATION," WITH A DEFENSE ATTACHE CO-ACCREDITED TO LONDON AND DUBLIN.

THE DEFENSE DEPARTMENT'S GOALS AND PRIORITIES IN DUBLIN AGREE WITH MY OWN: INTELLIGENCE COLLECTION; COOPERATION WITH THE IRISH MILITARY ESTABLISHMENT IN U.S. TRAINING AND THE PURCHASE OF NON-MILITARY EQUIPMENT (COMMUNICATIONS AND SUPPORT MATERIEL SUCH AS FISHERIES PROTECTION, CIVILIAN-TYPE AIRCRAFT AND COASTAL PATROL VESSELS); SUPPORT AND ENCOURAGEMENT FOR IRISH WILLINGNESS TO CONTRIBUTE TO UN PEACEKEEPING FORCES, WHICH HAS BEEN IN FURTHERANCE OF U.S. POLICY INTERESTS FOR SEVERAL DECADES. THIS LATTER ACTIVITY IS LIKELY TO INCREASE AS THE USG SPEARHEADS EFFORTS TO STRENGTHEN THE UN'S PEACEKEEPING CAPABILITIES. THE USE OF THE IRISH TO PROVIDE TRAINING IS A DISTINCT POSSIBILITY.

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ALL OF THE ABOVE CONVINCE ME THAT THE SMALL DEFENSE DEPARTMENT PRESENCE IN DUBLIN (ONE OFFICER, ONE ENLISTED MAN, ONE LOCAL EMPLOYEE) IS JUSTIFIED AND SHOULD BE RETAINED.

4. U.S. AIR FORCE VETERINARY UNIT

THE U.S. AIR FORCE VETERINARY UNIT (ONE OFFICER AND SEVEN ENLISTED MEN) IS UNIQUE. IT ARRANGES FOR COMPETITIVE BIDS, CONTRACTS, MEAT INSPECTION AND SUPERVISION OF SHIPMENT OF SEVERAL MILLIONS OF DOLLARS WORTH OF IRISH BEEF FOR CONSUMPTION BY THE U.S. MILITARY FORCES IN EUROPE. ALTHOUGH IT IS SUBJECT TO MY MINIMAL SUPERVISION, IN FACT THE UNIT IS RESPONSIBLE TO THE HOSPITAL COMMANDER OF THE U.S. AIR FORCE BASE, LAKENHEATH, ENGLAND. I AM NOT IN A POSITION TO ANALYZE THE COST-EFFECTIVENESS OF WHAT IS ESSENTIALLY AN OFF-SHORE PROCUREMENT PROGRAM. I AM LED TO BELIEVE THAT THROUGH THE COMPETITIVE BIDDING PROCESS THE PURCHASE AND DELIVERY OF MEAT IN IRELAND IS HIGHLY COMPETITIVE IN COMPARISON WITH OTHER SOURCES OF SUPPLY IN EUROPE. SHANNON

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Message Attributes

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